

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MARCH 13, 2009 IN THE STATE ROOM

- Present: Executive Vice President for Academic Affairs Lehman, Registrar Amundson, Parliamentarian Charnovitz; Deans Burke, Dolling, Futrell, Phillips, and Interim Dean Reum; Professors Becker, Benton-Short, Biles, Castleberry, Cordes, Corry, Costanza, Galston, Garriss, Griffith, Helgert, Hotez, Johnson, Lipscomb, Pagel, Plack, Robinson, Rycroft, Simon, Wilmarth, and Wirtz
- Absent: President Knapp; Deans Barratt, Brown, Lawrence, and Scott; Professors Artz, Englander, Harrington, Marotta, Miller, Parsons, and Windsor

The meeting was called to order by Vice President Lehman at 2:15 p.m.

APPROVAL OF THE MINUTES

The minutes of the regular meeting of February 13, 2009 were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

REPORT ON THE PLAN BY THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES TO ACHIEVE COMPLIANCE WITH THE *FACULTY CODE*

Professor Edward J. Cherian, Chair of the Joint Subcommittee Regarding Compliance by the School of Public Health and Health Services with the *Faculty Code*, provided a brief summary of the issue before the Subcommittee. Some ten years ago, when the School of Public Health and Health Services (SPHHS) was created, members of the Faculty Senate expressed concern that SPHHS might not be able to comply with provisions of Article I.B.1. of the *Faculty Code* pertaining to the required percentages of tenured or tenure-track faculty in the School and its departments. The Dean of the School at that time estimated that it would take as much as ten years to bring the School into compliance with the *Faculty Code*.

Eight years later, the Faculty Senate concluded that significant progress toward the goal of *Code* compliance was not being made. A Joint Subcommittee, drawing upon members of the Senate's Fiscal Planning and Budgeting Committee and the Committee on Professional Ethics and Academic Freedom, was formed and Professor Cherian was designated as Chair.

For the first year and a half of its existence, the Subcommittee was not very successful in persuading the previous Dean of SPHHS to move forward on this issue. Reports were received, visits and meetings were conducted, but still no significant progress was made.

Professor Cherian reported that, in the six months since Josef J. Reum was named as Interim Dean of SPHHS, the Subcommittee has been provided with a very detailed report, and that Interim Dean Reum has been extremely helpful in meeting with the Subcommittee and its Chair. Interim Dean Reum has also provided further information upon request to the Subcommittee and amended the report several times following discussions with the Subcommittee. This final report was distributed with the agenda for the March 13th Senate meeting and is attached to these minutes.

Professor Cherian said he was delighted to advise the Senate that the Subcommittee believes it finally has received a credible report which includes a plan which demonstrates that the School can come into *Code* compliance in a more accelerated fashion, with details about funding sources for the new tenure-accruing faculty positions. The plan also addresses other concerns of the Subcommittee. One such concern is the composition of search committees in the School. Previously the SPHHS was forming search committees for faculty and decanal appointments that were not chaired by tenured faculty, as required. The Subcommittee believes this practice in the School will be changed to meet *Faculty Code* requirements, particularly in the School's search for a new Dean. The Subcommittee will continue to monitor the School's procedures in this area. In addition, the Subcommittee will follow the implementation of the SPHHS compliance plan for the next year or two to see if it meets projected goals.

Professor Cherian said the Subcommittee was particularly heartened by the attitude of the new leadership in the School. The Interim Dean has demonstrated a willingness to resolve the issue and deal constructively with it, and this has not been the case previously, in fact it was the biggest part of the problem. Professor Cherian then asked Interim Dean Reum if he wished to make any comments.

Dean Reum said he appreciated all he has learned from Professor Cherian and the Subcommittee over the last six months. He offered to entertain any questions that the Senate might have about details of the report, the financial information contained in it, or procedures in place at the School.

Professor Wilmarth expressed his thanks and appreciation to Professor Cherian and his Subcommittee, and also to Dean Reum and his colleagues at SPHHS, for all the work that went into the preparation of the Subcommittee's report and the SPHHS' compliance plan. Professor Wilmarth strongly agreed with Professor Cherian that the SPHHS compliance plan represented a major step toward compliance with Article I.B.1. of the *Faculty Code*. The compliance plan is the most encouraging action the Senate has seen from SPHHS since the Senate adopted Resolution 01/11 in 2002. Professor Wilmarth said that he was most heartened and encouraged by this development.

Professor Wilmarth observed that the graph on page 6 of the compliance plan (which was distributed with the agenda for the meeting) shows that the percentage of tenured and tenure-track faculty at SPHHS will reach 76% of the School's regular, active-status faculty in FY 2012. Professor Wilmarth then asked Dean Reum if he was confident, given the existing financial resources of SPHHS and commitments from the University and the Medical Center, that this goal can be reached.

Dean Reum said he was confident that the School would be able to draw down on its existing cash savings. However, the School is tuition-dependent and tuition revenue is not projected to grow significantly. The School has recently added two more classrooms which will enhance its revenue stream.

Professor Wilmarth said he had been surprised to learn several months ago that previous Dean's searches at the SPHHS were not conducted in accordance with the *Faculty Code*, which requires that the core search committee must be composed of tenured faculty members. He asked Dean Reum if it was his understanding that the Dean's Search now underway in the School would comply with the *Code*. Dean Reum responded that the School's faculty had met with Vice Presidents Williams and Lehman in February to talk about modeling the School's plan on the search procedures utilized in the Dean's search in the School of Engineering and Applied Science. Some discontent was voiced by non-tenured faculty members about their lack of involvement in designing the plan for the search. Eleven faculty members have been elected to review the proposed Dean's Search procedures, which were prepared by a group of tenured faculty members. The elected committee is composed of one representative from each of the SPHHS departments, and one representative from each of the four categories of faculty in the School. There are four or five tenured faculty in the group elected. The Office of Faculty Affairs managed the election process, as the Dean's office is not involved in the mechanics of the Dean's search. Whatever search committee is established, the majority of the voting members of that committee will be tenured faculty members elected by the faculty. The University's Office of General Counsel has also offered to assist in planning for the Dean's search and ensuring that the process meets the requirements of the *Faculty Code*. Dean Reum said he also planned to consult with Professor Cherian as the process moves forward.

Professor Castleberry said that although he had served on the Joint Subcommittee along with many others, the Subcommittee members had contributed very little as Professor Cherian basically did all of the substantive work himself. The task of interviewing and meeting everyone involved was a tremendous amount of work. Professor Castleberry said he knew the Subcommittee applauded the huge amount of energy poured into this task, and the Senate Executive Committee had also expressed its appreciation to Professor Cherian for a job well done. Professor Castleberry said he thought that everyone in the Senate who knows what it is like to chair one of these Special Committees could particularly appreciate Professor Cherian's diligence and the successful outcome of the Subcommittee's work. Following Professor Castleberry's remarks, the Senate expressed its gratitude to Professor Cherian with a round of applause.

GENERAL BUSINESS

I. NOMINEES FOR ELECTION TO THE NOMINATING COMMITTEE FOR THE EXECUTIVE COMMITTEE FOR THE 2009-10 SESSION

Professor Wirtz moved the nomination of the following faculty members for election to the Nominating Committee: Professor Arthur E. Wilmarth, Jr. (GWLS), Convener; Professors Michael S. Castleberry (GSEHD), Kurt J. Darr (SPHHS), Charles A. Garriss, Jr. (SEAS), Frederick W. Lindahl (SB), Timothy A. McCaffrey, (SMHS), David L. Shambaugh (ESIA), and Alan G. Wade (CCAS)

The entire slate was approved.

II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Wilmarth presented the Report of the Executive Committee, which is enclosed.

Professor Galston, Chair of the Senate's Appointment, Salary, and Promotion Policies Committee, called attention to the portion of Professor Wilmarth's Report which referred to restrictions on retirement plan activity during a proposed March 21-April 20 blackout period. Professor Galston advised that at an ASPP Committee meeting that morning, Andrea Stewart said it was her understanding, based on direct conversations she had with Human Resources staff, that the blackout period would start on March 28 rather than March 21. In addition, during the week of March 16, two or three sessions would be held in the Marvin Center for employees so that they would have an opportunity to make any necessary changes before access was temporarily suspended. [On March 20, 2009, the Benefits Office notified the University community that it is postponing the implementation of proposed administrative changes to GW's retirement plans and is not going to impose a blackout period at this time. Once a new implementation plan has been developed and new transition dates established, detailed information will be provided.]

Professor Wilmarth said he was very grateful to Professor Galston and the ASPP Committee for identifying this issue and bringing it to the attention of the Senate. He stated that it would be extremely important for the University to ensure that there is a minimum of inconvenience to faculty and staff during this transition, and also to provide an opportunity for them to make adjustments to their plans before any blackout period takes effect.

Professor Wilmarth expressed his thanks to Sue Campbell, Coordinator of Faculty Senate Activities, for her heroic work in preparing several sets of very challenging minutes this year. Professor Wilmarth explained that the Senate has discussed some highly complex matters this year, and Ms. Campbell has done a marvelous job in putting those discussions into a coherent format that provides the Senate with a valuable historic record of its deliberations. The Senate expressed its thanks to Ms. Campbell with a round of applause.

III. CHAIR'S REMARKS

Vice President Lehman reported that President Knapp had arrived safely in Kuwait that morning, traveling in the company of Dean Brown of the Elliott School of International Affairs, and Professor Skip Gnehm, holder of the Kuwait Chair. The trip was planned for programmatic and development reasons, and in addition to Kuwait, the three will also visit the United Arab Emirates and Saudi Arabia.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Wilmarth advised the Senate that Professor Cordes would be arriving at the Senate meeting shortly after 3 p.m. at which time Professor Cordes was prepared to provide an update on the University Budget to the Senate. Professor Wirtz suggested that this report be presented at the Senate meeting on April 10, and everyone present concurred.

Professor Lipscomb said she wanted to comment on the issue of enrollments, which she said she thought Professor Cordes would have included in his report. She added that it was her understanding that University enrollments are short by approximately 1,000 students and that Columbian College chairs had been advised by the Dean of potential budget problems at a meeting of department chairs that morning. Vice President Lehman said that the University is right on target this semester with respect to enrollments, just as it was for the fall semester, 2008. While there are individual schools that are out of balance, the overall picture presents no issues for FY 09 whatever.

Professor Costanza related that Columbian College department chairs were informed that for next year, projected enrollments were 1,000 too low and that would result in reduced revenue in the amount of approximately \$2.5 million. Department chairs had also been advised to start thinking about how to make up this gap. Professor Costanza said he thought this was particularly striking given President Knapp's recent communication about how well the University is faring during the recession, and that faculty members are wondering about this apparent conflict.

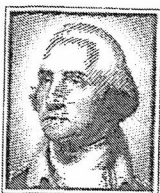
Discussion followed, with Vice President Lehman emphasizing that enrollments are predicted two years in advance for planning purposes and the problem that has arisen in Columbian College concerns projected enrollments for AY 2009-10, not actual enrollments. Discussions are underway about ways in which to address this issue. As this issue does not affect more than one School or College of the University, Columbian College faculty members present decided to stay after the meeting so that they could continue their discussion with Vice President Lehman and with Professor Cordes (who had just arrived).

ADJOURNMENT

There being no further business before the Senate and upon motion made and seconded, the meeting was adjourned at 3:00 p.m.

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary



THE GEORGE
WASHINGTON
UNIVERSITY
MEDICAL CENTER
WASHINGTON DC

SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES

Arthur E. Wilmarth, Jr.
Chair
Faculty Senate Executive Committee
The George Washington University
Old Main, Suite 400
1922 F Street, NW
Washington, DC 20052

February 12, 2009
(Revised from February 2, 2009
reflecting advice from the
Sub-committee on February 10, 2009 and the
Faculty Senate Executive Committee on February 27, 2009)

Dear Professor Wilmarth:

Thank you for the opportunity to respond to concerns raised by the sub-committee regarding our September 23, 2008 report to the Faculty Senate. Rather than re-state information offered in the September document, this response focuses on specific issues raised by Dr. Cherian in his memorandum of November 19, 2008, received by SPHHS on December 8, 2008.

At the outset, let me say how much we appreciated Dr. Cherian's interest in the school and his willingness to meet and learn more about our challenges and opportunities. His commitment to thoroughness took him to six of our departments (in six locations) to meet with our chairs, medical center vice presidents, and the Executive Vice President for Academic Affairs. He asked thoughtful questions, and provided useful insights, and I believe we are on a path toward our shared goal of compliance. We have made some progress toward those goals in the 92 working days since the September 23 submission, and we appreciate the opportunity to update the Senate. This revised version also reflects the thoughtful contributions of members of the sub-committee at our first meeting on February 10, 2009.

Attached, please find an updated set of charts illustrating our plan to bring the school into compliance with the 50% per department requirement in FY 2011, and the 75% requirement in FY 2012.

We estimate six of the seven departments will comply with the 50% rule in FY 2010.

Target dates are revised from the September 23, 2008 document to reflect commitments made by the Medical Center to the availability of additional resources, and a concerted effort on the part of department chairs to identify opportunities for internal departmental funding for new positions.

Dr. Cherian's November 19, 2008, memorandum offers several findings with the core issue remaining the SPHHS not being in compliance with Article I.B.1. of the *Faculty Code*.

"The proportion of regular, active-status faculty serving in non-tenure-accruing appointments shall not exceed 25 percent in any school, nor shall any department have fewer than 50 percent of its regular, active-status faculty appointments either tenured or tenure-accruing."

We agree, SPHHS is out of compliance, we take the situation seriously, and we believe we are making strides toward compliance with Article I.B.1.

Our efforts to come into full compliance are funded using a mix of revenue including: tuition; projected research revenue generated by faculty to offset tuition support; funding from prior year savings of the school; and an aggressive development initiative to generate \$1.4 million dollars to support a specific program.

We also will continue to depend on the guidance and support of university and medical center senior leadership.

In order to fund the recruitment of faculty in FY 2010 and 2011 we will draw on resources from the tuition budget and drawing down \$1.4 million from savings.

For FY 09 we budgeted \$625,400 for new faculty recruitment, and are on target (Mix of \$250,000 from tuition and \$375,000 from savings).
For FY10 we are budgeting \$965,000 for new faculty recruitment (Mix of \$250,000 from tuition and \$715,000 from savings).
For FY 11 we project a budget of \$525,000 for new faculty recruitment (Mix of \$250,000 from tuition and \$275,000 from savings).

Every department in SPHHS is currently recruiting tenure-track and non-tenure track faculty. It is worth noting, the Medical Center and SPHHS

approach the process of recruitment differently from the method used in other schools in the university.

The School of Public Health and Health Services has, since inception, conducted national searches for departmental chairs (and all regular faculty both tenure track and non-tenure track) with records of accomplishment in teaching, research, and service.

Over the course of the last five years, six of the seven chairs were recruited or appointed through our national search process. SPHHS department chairs play a central role in defining the strategic vision for their departments, including faculty recruitment, as well as identifying opportunities for co-recruitment with other departments in the school and in the university.

Chairs in SPHHS are tasked with detailed management of complex \$1.0 million dollar budgets, and are expected to generate departmental, cross-departmental-, and inter-school research activity for their entire faculty. A full time administrator works with the chair, the office of the dean, and the medical center administration, to manage departmental resources to maximize utility and savings. Departmental savings support faculty innovation and initiatives. In 2008, the Department of Epidemiology and Biostatistics established an internally funded Junior Faculty Research Award, supported by departmental savings from a prior budget year.

In SPHHS the chair (or new chair), upon appointment, is provided a pool of resources by the school, to "hire as many faculty as possible" under the SPHHS 100/66/33 program (outlined in the SPHHS Budget Manual, shared with the Sub-Committee in October 2008, and publicly available on-line on the school website). Under this approach, the determination of the number of faculty is determined, in collaboration with the office of the dean, and the number of faculty is only limited by the amount of resources expended to fill each appointment.

We will not depart from this approach, nor will the multi-year commitment to the chairs and departments by the school be ended, under this compliance plan. It would not make sense to do so, especially in the current fiscal environment, and because the strategy is working very well to bring the most talented people possible onto our faculty.

One example illustrates the potential of our approach. SPHHS is currently searching for a new Chair of Environmental and Occupational Health. The search was initiated and authorized by the Executive Committee of the Medical Center Faculty Senate in September of 2008, and the review of applications began on Tuesday. We expect the final candidate will be

worthy of a recommendation for tenure or accelerated tenure track, by our APT Committee.

The new chair will be provided, as a part of the recruitment package, a guarantee from the school of a set amount of resources to recruit new faculty. We fully expect no less than 50% of subsequent EOH recruitments will be on the tenure track. The new chair could decide to recruit two senior faculty using the available resources and be done with the process, or she/he might recruit as many as four or five junior faculty depending on the availability of resources, and the research these new faculty might bring into the school, in either case we will be in compliance with the code as a result of these recruitments.

The attached projections assume the possibility of some number of the recruitments underway resulting in internal non-tenure-track faculty being selected for tenure-track positions after a thorough and open national search. Four factors support this assumption:

1. The SPHHS has always conducted national searches for regular faculty.
2. Regular non-tenure faculty members should have a fair opportunity to apply and compete for faculty positions on the tenure track.
3. Many of our non-tenure/tenure track faculty have significant research underway.
4. Where current faculty are selected for appointment to tenure track positions, no new resources will be required by the department to support their work.

As to the other issues raised by Dr. Cherian on behalf of the sub-committee:

"Search committee and appointment promotion and tenure committee staffing," Going forward we will be certain to have tenure track searches chaired by faculty with tenure. We appreciated the advice of the sub-committee as to how we best encourage participation by tenured faculty in all searches. As to the APT committee, the chair of that committee has not expressed dissatisfaction with the support provided to the committee by the Medical Center Office of Faculty Affairs.

"The new building"

The proposed new academic facility is critical to many of the goals of the university, the medical center, and the school, and provides the potential to generate additional resources through tuition/day/evening/executive programs. We believe, based on enrollment, current teaching load data, and the attached projections, we will have sufficient faculty to support all academic programs in the any facility scheduled for a 2014 opening.

We have, in the last several months, increased our "daylight offerings" and added a 40-seat classroom to our resource pool. With the input of SPHHS standing faculty committees, and the guidance of our chairs, we look forward to increasing daytime offerings in the fall and spring semesters using classrooms outside of Ross Hall.

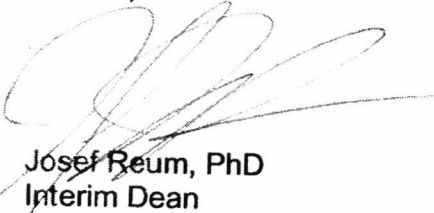
We look forward to working with the sub-committee in the months ahead in implementation of the plan, and a continuation of our positive relationship with University Faculty Senate.

To this point we agree to the following provisions:

The Dean of SPHHS will meet two times each year with the Senate's Special Joint Subcommittee on Compliance by SPHHS with the Faculty Code until full compliance is achieved.

As provided in Faculty Senate Resolution 01/11, adopted on April 12, 2002, the Dean of SPHHS will submit an annual report to the Faculty Senate on SPHHS' progress in achieving compliance with the Faculty Code until full compliance is achieved.

Be well,

A handwritten signature in dark ink, appearing to read 'Josef Reum', is written over a horizontal line.

Josef Reum, PhD
Interim Dean

School of Public Health and Health Services

Table 1. Projections for Growth in Tenure (T) and Tenure-Track (TT) Positions as a Proportion of All SPHHS Regular Faculty, by Fiscal as of January 28, 2009

		HISTORICAL DATA				CURRENT and 2010 PROJECTIONS (GROWTH)		Future PROJECTIONS (STEADY-STATE)	
REGULAR FACULTY (INCLUDING TENURED / TENURE-TRACK)		FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
	# In place June 30 of previous FY	48	46	48	46	40	48	63	63
	# Join during FY	2	5	4	3	13	20 ⁽⁴⁾	5	5
	# Leave during FY	4	3	6	9	5	5	5	5
	# In place on June 30 (end) of current FY	46	48	46	40	48	63	63	63
		T / TT				T + TT			
TENURED / TENURE-TRACK FACULTY ONLY	# In place June 30 of previous FY	15 / 5	15 / 3	14 / 5	15 / 4	19	27	44	46
	# Join during Year	0 / 0	1 / 2	1 / 0	0 / 2	10	19	4	4
	# Leave during Year	0 / 2	2 / 0	0 / 1	1 / 1	2	2	2	2
	# In place on June 30 (end) of current FY	15 / 3	14 / 5	15 / 4	14 / 5	27	44	46	48
PERCENTAGE OF TENURED / TENURE-TRACK FACULTY									
	# as percent of all Regular Faculty on June 30 (end) of current FY	39%	40%	41%	48%	56%	70%	73%	76%

Currently, as of January 28, 2009, SPHHS has 46 regular faculty members, 25 (54%) appointed in tenured or tenure track positions.

Assumptions:

1. Projected increases in the number of new regular faculty for FY 2009 and FY 2010 are based on currently anticipated departmental recruitment needs, as well as on the replacement of departing faculty. Projected increases for FY 2011 and FY 2012 are based only on the anticipated replacement of departing faculty. All such projections assume that adequate financial resources are available to successfully complete the School's recruitment efforts.
2. Approximately 80% of new regular faculty searches are projected to result in a tenured or tenure-track appointment. This figure is based on SPHHS faculty search experience over the past 18 months.
3. Projected attrition of regular faculty for FY 2009 through FY 2012 is estimated to be 5 individuals each year, including two tenured/ tenure-track faculty. This figure is based on SPHHS faculty attrition experience over the past four fiscal years. While the past is an imperfect predictor of the future, this uncertainty should not materially affect our projections, since recruitment efforts are assumed to be in a steady state with attrition rates, with a lag of approximately two years.
4. For anticipated appointments described in Table 1 (and effective in FY 2010), we expect strong applications from some SPHHS research and non-tenure-track faculty. Projected increases in the number of new regular faculty for FY 2010 assume that two SPHHS non-tenure track faculty compete successfully for tenure-track positions (in essence, "converting" from non-tenure track status to the tenure track, effective July 1, 2009.) Thus, while we anticipate the successful completion of 22 regular faculty searches (both tenurable and non-tenure track) over the next several months, we also expect a net increase of only 20 new regular faculty during that period.

Regular SPHHS Faculty by Department, Projected for 6/30/2010

Dept	Name	Tenure Status	
EOH	Dr. Katherine L. Hunting	N	EOH: 3/6 = 50%
EOH	EOH Chair	T	
EOH	Dr. Marina Moses	N	
EOH	Dr. Rebecca T. Parkin	N	
EOH	EOH 1 - Global EOH	TT	
EOH	EOH 2 - TBD	TT	
EpiBio	Dr. Sean D. Cleary	N	Epi/Bio: 7/14 = 50%
EpiBio	Dr. Alan Greenberg	T	
EpiBio	Dr. Robert P. Hirsch	T	
EpiBio	Dr. Daniel A. Hoffman	N	
EpiBio	Dr. Heather Hoffman	N	
EpiBio	Dr. Jeanne Jordan	T	
EpiBio	Dr. John M. Lachin	T	
EpiBio	Dr. Manya Magnus	N	
EpiBio	Dr. Richard K. Riegelman	T	
EpiBio	Dr. Dante A. Verne	N	
EpiBio	Dr. Heather Young	N	
EpiBio	Biostatistics junior faculty	TT	
EpiBio	Cardiovascular disease epi	TT	
EpiBio	EpiBio TBN	N	
EXSC	Dr. Loretta DiPietro	T	EXSC: 3/8 = 38%
EXSC	Dr. Todd Miller	N	
EXSC	Dr. Wayne C. Miller	N	
EXSC	Dr. Beverly Westerman	N	
EXSC	ExSc 1 - Nutrition/Dietetics	TT	
EXSC	ExSc 2 Anat/Phys/AT	N	
EXSC	ExSc 3 Sport/Ex Psych	TT	
EXSC	ExSc 4 Clin Ex Pysiol	N	
GH	Dr. Jon Andrus	N	GH: 6/8 = 75%
GH	Dr. Sarah Baird	TT	
GH	Dr. Tilly Gurman	TT	
GH	Dr. Sangeeta Mookherji	TT	
GH	Dr. Wendy O'Meara	TT	
GH	Dr. James Sherry	N	
GH	Dr. Elanah Uretsky	TT	
GH	Global 7 (Health Syst Mgt)	TT	Hpol: 10/16 = 63%
Hpol	Dr. Brian Biles	T	
Hpol	Dr. Avi Dor	T	
Hpol	Ms. Ruth J. Katz	N	
Hpol	Dr. Leighton Ku	TT	
Hpol	Dr. Jeffrey W. Levi	N	
Hpol	Dr. Fitzhugh Mullan	N	
Hpol	Ms. Sara Rosenbaum	T	
Hpol	Mr. Joel B. Teitelbaum	N	
Hpol	Dr. Susan Wood	TT	
Hpol	HP 1 - HIV/AIDS Pol	N	
Hpol	HP 2 - Hlth Pol/HlthLaw	N	
Hpol	HP 3 - Child Hlth Policy	TT	
Hpol	HP 4	TT	
Hpol	HP 5	TT	
Hpol	HP 6	TT	
Hpol	Women's Health Pol - Jr faculty	TT	

Regular SPHHS Faculty by Department, Projected for 6/30/2010

Dept	Name	Tenure Status	
HSML	Dr. Robert E. Burke	N	HSML: 4/6 = 67%
HSML	Dr. Kurt J. Darr	T	
HSML	Dr. Steven R. Eastaugh	T	
HSML	Dr. Leonard Friedman	T	
HSML	Dr. Josef J. Reum	N	
HSML	HSML 2	TT	
PCH	Dr. Lorien C. Abrams	TT	PCH: 11/13 = 85%
PCH	Dr. James F. Cawley	T	
PCH	Dr. Mark C. Edberg	N	
PCH	Dr. Ayman El-Mohandes	T	
PCH	Dr. Douglas Evans	TT	
PCH	Dr. John H. Grossman	T	
PCH	Dr. Karen McDonnell	TT	
PCH	Dr. Caroline H. Sparks	N	
PCH	Dr. Amita Vyas	TT	
PCH	Dr. Richard Windsor	T	
PCH	PCH 1 - Director, COPC MPH	TT	
PCH	PCH 2 - Health Behav/MCH	TT	
PCH	PCH 3 - TBD	TT	

NOTES:

- (1) Faculty projected to be hired between 1/28/09 and 6/30/2010 are highlighted in yellow.
- (2) This table does not include a new SPHHS dean (T), since the dean's home department is not known.
- (3) Since it is impossible to know their distribution by department, this table does not include approximately 9 departures of regular faculty that are projected to occur between 1/28/2009 and 6/30/2010.

REPORT OF THE FACULTY SENATE EXECUTIVE COMMITTEE

March 13, 2009

ACTIONS OF THE EXECUTIVE COMMITTEE

Proposed Resolution on Copyright Risks

A proposed Resolution on Copyright Risks, prepared jointly by the Educational Policy Committee and the Committee on Libraries, was forwarded to the Executive Committee. At the Executive Committee's meeting on February 27th, President Knapp and Executive Vice President Lehman recommended that the Resolution be reviewed by the University's Office of General Counsel before the Resolution is presented to the Senate. The Executive Committee concurred with this recommendation. The Administration has referred the Resolution to the Office of General Counsel, and the Executive Committee has notified the Chairs of the Educational Policy and Libraries Committees about the referral.

Consideration of Policy Encouraging Open Access to Scholarly Research

Professor Sylvia Marotta, Chair of the Research Committee, informed the Executive Committee that the Research Committee and the Libraries Committee could not reach a consensus with regard to a proposed resolution calling upon the University to adopt a policy encouraging open access to scholarly articles published by the faculty. The Executive Committee has asked the Research Committee and the Libraries Committee to continue their joint consideration of this issue, with the assistance of Professor Peter Hotez and Professor Philip Wirtz, members of the Executive Committee.

Meeting with Dr. Leo Chalupa

I met with Dr. Leo Chalupa, the University's new Vice President for Research, on February 27th. Dr. Chalupa stated his strong interest in working with the faculty to expand opportunities for research at the University, including increased financial incentives and improved administrative support for sponsored research. I expressed the Faculty Senate's enthusiasm for working in partnership with Dr. Chalupa and his staff. I anticipate that the Research Committee will play a particularly important role in establishing this partnership.

PERSONNEL MATTERS

Two grievances, both from Columbian College, are currently being processed. In one grievance, the hearing panel has issued a decision, and the panel's decision is being considered on appeal by the Dispute Resolution Committee. The other grievance is in the hearing stage.

The Executive Committee wishes to express its deep gratitude to the Dispute Resolution Committee and its Chair, Professor Kurt J. Darr, for the Committee's exemplary work in resolving several complex and challenging grievances during the past few years. The grievance system is an outstanding example of the contributions made by faculty members in advancing the interests of shared governance at the University. The grievance

system provides a fair and effective process for resolving disputes between faculty members and the University and, in many cases, avoids the need for costly and time-consuming litigation. The grievance process could not be successful without the dedicated service provided by Professor Darr and his colleagues on the Dispute Resolution Committee.

OTHER MATTERS

Blackout Period for Transactions by Faculty and Staff in GW Retirement Plans

As discussed during the Senate's meeting on February 13, 2009, the University's Human Resources office plans to impose a "blackout period" on transactions in many of the retirement plans administered by the University. The blackout period will last from approximately March 21st to April 20th. The Executive Committee understands that the blackout period will prevent participants from conducting any transactions in retirement accounts in Fidelity and Vanguard plans during the blackout period. However, participants who have retirement accounts in TIAA-CREF plans will be able to make transfers to, from and between their TIAA-CREF funds by directly accessing the TIAA-CREF website. In addition, the Executive Committee understands that, during the blackout period: (i) participants will not be able to transfer funds between TIAA-CREF accounts and accounts at either Fidelity or Vanguard, and (ii) participants will not be able to change the amounts of their own contributions or the University's matching contributions to any of their retirement plans. The Human Resources office is expected to distribute further information to faculty and staff during the week of March 16th with regard to these changes in the administration of retirement plans.

Service by Faculty Members on Senate Standing Committees and Administrative Committees during the 2009-10 Session

We have had a very encouraging response from faculty members to the call for volunteers to serve on Senate Standing Committees and Administrative Committees during the Senate's 2009-10 session. The deadline of March 12th to return the Committee service forms has now passed. However, if you or your colleagues still wish to be considered for Committee service, please notify the Senate Office by March 20th so this information can be submitted to the Executive Committee prior to its meeting on March 27th.

Agenda for the Senate's Meeting on April 10, 2009

It is expected that Dean Futrell of the Graduate School of Education and Human Development will report on the School's activities at the Senate's meeting on April 10th. The Senate will also receive a report from Professor Hermann Helgert, Chair of the Special Committee on Financial and Operational Planning for the Science and Engineering Complex, with regard to the current status of planning efforts for that project.

In addition, the election of the Chair and Members of the Senate Executive Committee for the 2009-10 session will take place at the April 10th meeting. A list of nominees for membership on the Dispute Resolution Committee and Administrative Committees will also be presented for the Senate's consideration at that meeting.

A call for Annual Reports of Senate Standing Committees will be placed on the agenda for the April 10th meeting, as it is the last meeting of the 2008-09 session. Chairs of Standing Committees are requested to submit their Annual Reports prior to the meeting.

As is customary, the annual photograph of Senate members will be taken at the April 10th meeting.

The next meeting of the Executive Committee will be held on March 27, 2009, at noon. Please forward any resolutions, special reports or other matters to the Faculty Senate Office prior to March 27th if you wish to place such items on the agenda for the Senate's meeting on April 10th.

Respectfully submitted,

Arthur E. Wilmarth, Jr., Chair
Faculty Senate Executive Committee

A call for Annual Reports of Science Advisory Committees will be placed in the
as well as the April 1968 meeting, as it is the last meeting of the 1967-68 session. Chairs of
Standing Committees are requested to submit their Annual Reports prior to the meeting.

As a condition, the annual photograph of Science meetings will be taken at the April
meeting.

The presentation of the Executive Committee will be held on March 17, 1968, at
noon. It will present any resolutions, special reports or other matters to the Executive
Committee. Please bring with you a copy of the agenda for the meeting.
Meeting on April 16th.

Respectfully submitted,

Arthur E. Williams, Jr., Chairman
Executive Science Advisory Committee

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

March 5, 2009

The Faculty Senate will meet on Friday, March 13, 2009, at 2:10 p.m., in the State Room, 1957 E Street, N.W., 7th Floor

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of February 13, 2009, as distributed
3. Introduction of Resolutions
4. Report on the Plan by the School of Public Health and Health Services to Achieve Compliance with the *Faculty Code*
Professor Edward J. Cherian, Subcommittee Chair
Interim Dean Josef J. Reum, School of Public Health and Health Services
5. General Business:
 - (a) Nominees for election to the Nominating Committee for the Executive Committee for the 2009-10 Session:

Professor Arthur E. Wilmarth, Jr. (GWLS), Convener;
Professors Michael S. Castleberry (GSEHD), Kurt J. Darr (SPHHS),
Charles A. Garriss, Jr. (SEAS), Frederick W. Lindahl (SB),
Timothy A. McCaffrey, (SMHS), David L. Shambaugh (ESIA),
and Alan G. Wade (CCAS)
 - (b) Report of the Executive Committee: Arthur E. Wilmarth, Jr., Chair
 - (c) Chair's Remarks
6. Brief Statements (and Questions)
7. Adjournment

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary



THE GEORGE
WASHINGTON
UNIVERSITY
MEDICAL CENTER
WASHINGTON DC

SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES

Arthur E. Wilmarth, Jr.
Chair
Faculty Senate Executive Committee
The George Washington University
Old Main, Suite 400
1922 F Street, NW
Washington, DC 20052

February 12, 2009
(Revised from February 2, 2009
reflecting advice from the
Sub-committee on February 10, 2009 and the
Faculty Senate Executive Committee on February 27, 2009)

Dear Professor Wilmarth:

Thank you for the opportunity to respond to concerns raised by the sub-committee regarding our September 23, 2008 report to the Faculty Senate. Rather than re-state information offered in the September document, this response focuses on specific issues raised by Dr. Cherian in his memorandum of November 19, 2008, received by SPHHS on December 8, 2008.

At the outset, let me say how much we appreciated Dr. Cherian's interest in the school and his willingness to meet and learn more about our challenges and opportunities. His commitment to thoroughness took him to six of our departments (in six locations) to meet with our chairs, medical center vice presidents, and the Executive Vice President for Academic Affairs. He asked thoughtful questions, and provided useful insights, and I believe we are on a path toward our shared goal of compliance. We have made some progress toward those goals in the 92 working days since the September 23 submission, and we appreciate the opportunity to update the Senate. This revised version also reflects the thoughtful contributions of members of the sub-committee at our first meeting on February 10, 2009.

Attached, please find an updated set of charts illustrating our plan to bring the school into compliance with the 50% per department requirement in FY 2011, and the 75% requirement in FY 2012.

We estimate six of the seven departments will comply with the 50% rule in FY 2010.

Target dates are revised from the September 23, 2008 document to reflect commitments made by the Medical Center to the availability of additional resources, and a concerted effort on the part of department chairs to identify opportunities for internal departmental funding for new positions.

Dr. Cherian's November 19, 2008, memorandum offers several findings with the core issue remaining the SPHHS not being in compliance with Article I.B.1. of the *Faculty Code*.

"The proportion of regular, active-status faculty serving in non-tenure-accruing appointments shall not exceed 25 percent in any school, nor shall any department have fewer than 50 percent of its regular, active-status faculty appointments either tenured or tenure-accruing."

We agree, SPHHS is out of compliance, we take the situation seriously, and we believe we are making strides toward compliance with Article I.B.1.

Our efforts to come into full compliance are funded using a mix of revenue including: tuition; projected research revenue generated by faculty to offset tuition support; funding from prior year savings of the school; and an aggressive development initiative to generate \$1.4 million dollars to support a specific program.

We also will continue to depend on the guidance and support of university and medical center senior leadership.

In order to fund the recruitment of faculty in FY 2010 and 2011 we will draw on resources from the tuition budget and drawing down \$1.4 million from savings.

For FY 09 we budgeted \$625,400 for new faculty recruitment, and are on target (Mix of \$250,000 from tuition and \$375,000 from savings).

For FY10 we are budgeting \$965,000 for new faculty recruitment (Mix of \$250,000 from tuition and \$715,000 from savings).

For FY 11 we project a budget of \$525,000 for new faculty recruitment (Mix of \$250,000 from tuition and \$275,000 from savings).

Every department in SPHHS is currently recruiting tenure-track and non-tenure track faculty. It is worth noting, the Medical Center and SPHHS

approach the process of recruitment differently from the method used in other schools in the university.

The School of Public Health and Health Services has, since inception, conducted national searches for departmental chairs (and all regular faculty both tenure track and non-tenure track) with records of accomplishment in teaching, research, and service.

Over the course of the last five years, six of the seven chairs were recruited or appointed through our national search process. SPHHS department chairs play a central role in defining the strategic vision for their departments, including faculty recruitment, as well as identifying opportunities for co-recruitment with other departments in the school and in the university.

Chairs in SPHHS are tasked with detailed management of complex \$1.0 million dollar budgets, and are expected to generate departmental, cross-departmental-, and inter-school research activity for their entire faculty. A full time administrator works with the chair, the office of the dean, and the medical center administration, to manage departmental resources to maximize utility and savings. Departmental savings support faculty innovation and initiatives. In 2008, the Department of Epidemiology and Biostatistics established an internally funded Junior Faculty Research Award, supported by departmental savings from a prior budget year.

In SPHHS the chair (or new chair), upon appointment, is provided a pool of resources by the school, to "hire as many faculty as possible" under the SPHHS 100/66/33 program (outlined in the SPHHS Budget Manual, shared with the Sub-Committee in October 2008, and publicly available on-line on the school website). Under this approach, the determination of the number of faculty is determined, in collaboration with the office of the dean, and the number of faculty is only limited by the amount of resources expended to fill each appointment.

We will not depart from this approach, nor will the multi-year commitment to the chairs and departments by the school be ended, under this compliance plan. It would not make sense to do so, especially in the current fiscal environment, and because the strategy is working very well to bring the most talented people possible onto our faculty.

One example illustrates the potential of our approach. SPHHS is currently searching for a new Chair of Environmental and Occupational Health. The search was initiated and authorized by the Executive Committee of the Medical Center Faculty Senate in September of 2008, and the review of applications began on Tuesday. We expect the final candidate will be

worthy of a recommendation for tenure or accelerated tenure track, by our APT Committee.

The new chair will be provided, as a part of the recruitment package, a guarantee from the school of a set amount of resources to recruit new faculty. We fully expect no less than 50% of subsequent EOH recruitments will be on the tenure track. The new chair could decide to recruit two senior faculty using the available resources and be done with the process, or she/he might recruit as many as four or five junior faculty depending on the availability of resources, and the research these new faculty might bring into the school, in either case we will be in compliance with the code as a result of these recruitments.

The attached projections assume the possibility of some number of the recruitments underway resulting in internal non-tenure-track faculty being selected for tenure-track positions after a thorough and open national search. Four factors support this assumption:

1. The SPHHS has always conducted national searches for regular faculty.
2. Regular non-tenure faculty members should have a fair opportunity to apply and compete for faculty positions on the tenure track.
3. Many of our non-tenure/tenure track faculty have significant research underway.
4. Where current faculty are selected for appointment to tenure track positions, no new resources will be required by the department to support their work.

As to the other issues raised by Dr. Cherian on behalf of the sub-committee:

"Search committee and appointment promotion and tenure committee staffing," Going forward we will be certain to have tenure track searches chaired by faculty with tenure. We appreciated the advice of the sub-committee as to how we best encourage participation by tenured faculty in all searches. As to the APT committee, the chair of that committee has not expressed dissatisfaction with the support provided to the committee by the Medical Center Office of Faculty Affairs.

"The new building"

The proposed new academic facility is critical to many of the goals of the university, the medical center, and the school, and provides the potential to generate additional resources through tuition/day/evening/executive programs. We believe, based on enrollment, current teaching load data, and the attached projections, we will have sufficient faculty to support all academic programs in the any facility scheduled for a 2014 opening.

We have, in the last several months, increased our "daylight offerings" and added a 40-seat classroom to our resource pool. With the input of SPHHS standing faculty committees, and the guidance of our chairs, we look forward to increasing daytime offerings in the fall and spring semesters using classrooms outside of Ross Hall.

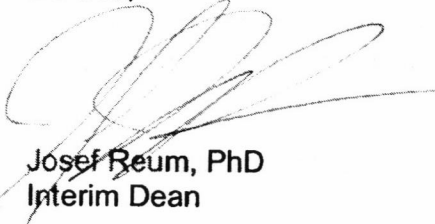
We look forward to working with the sub-committee in the months ahead in implementation of the plan, and a continuation of our positive relationship with University Faculty Senate.

To this point we agree to the following provisions:

The Dean of SPHHS will meet two times each year with the Senate's Special Joint Subcommittee on Compliance by SPHHS with the Faculty Code until full compliance is achieved.

As provided in Faculty Senate Resolution 01/11, adopted on April 12, 2002, the Dean of SPHHS will submit an annual report to the Faculty Senate on SPHHS' progress in achieving compliance with the Faculty Code until full compliance is achieved.

Be well,

A handwritten signature in dark ink, appearing to read 'Josef Reum', is written over a horizontal line.

Josef Reum, PhD
Interim Dean

School of Public Health and Health Services

Table 1. Projections for Growth in Tenure (T) and Tenure-Track (TT) Positions as a Proportion of All SPHHS Regular Faculty, by Fiscal as of January 28, 2009

		HISTORICAL DATA				CURRENT and 2010 PROJECTIONS (GROWTH)		Future PROJECTIONS (STEADY-STATE)	
REGULAR FACULTY / (INCLUDING TENURED / TENURE-TRACK)		FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
	# in place June 30 of previous FY	48	46	48	46	40	48	63	63
	# Join during FY	2	5	4	3	13	20 ⁽⁴⁾	5	5
	# Leave during FY	4	3	6	9	5	5	5	5
	# in place on June 30 (end) of current FY	46	48	46	40	48	63	63	63
		T / TT				T + TT			
TENURED / TENURE-TRACK FACULTY ONLY	# in place June 30 of previous FY	15 / 5	15 / 3	14 / 5	15 / 4	19	27	44	46
	# Join during Year	0 / 0	1 / 2	1 / 0	0 / 2	10	19	4	4
	# Leave during Year	0 / 2	2 / 0	0 / 1	1 / 1	2	2	2	2
	# in place on June 30 (end) of current FY	15 / 3	14 / 5	15 / 4	14 / 5	27	44	46	48
PERCENTAGE OF TENURED / TENURE-TRACK FACULTY	# as percent of all Regular Faculty on June 30 (end) of current FY	39%	40%	41%	48%	56%	70%	73%	76%

Currently, as of January 28, 2009, SPHHS has 46 regular faculty members, 25 (54%) appointed in tenured or tenure track positions.

Assumptions:

1. Projected increases in the number of new regular faculty for FY 2009 and FY 2010 are based on currently anticipated departmental recruitment needs, as well as on the replacement of departing faculty. Projected increases for FY 2011 and FY 2012 are based only on the anticipated replacement of departing faculty. All such projections assume that adequate financial resources are available to successfully complete the School's recruitment efforts.
2. Approximately 80% of new regular faculty searches are projected to result in a tenured or tenure-track appointment. This figure is based on SPHHS faculty search experience over the past 18 months.
3. Projected attrition of regular faculty for FY 2009 through FY 2012 is estimated to be 5 individuals each year, including two tenured/ tenure-track faculty. This figure is based on SPHHS faculty attrition experience over the past four fiscal years. While the past is an imperfect predictor of the future, this uncertainty should not materially affect our projections, since recruitment efforts are assumed to be in a steady state with attrition rates, with a lag of approximately two years.
4. For anticipated appointments described in Table 1 (and effective in FY 2010), we expect strong applications from some SPHHS research and non-tenure-track faculty. Projected increases in the number of new regular faculty for FY 2010 assume that two SPHHS non-tenure track faculty compete successfully for tenure-track positions (in essence, "converting" from non-tenure track status to the tenure track, effective July 1, 2009.) Thus, while we anticipate the successful completion of 22 regular faculty searches (both tenurable and non-tenure track) over the next several months, we also expect a net increase of only 20 new regular faculty during that period.

Regular SPHHS Faculty by Department, Projected for 6/30/2010

Dept	Name	Tenure Status	
EOH	Dr. Katherine L. Hunting	N	EOH: 3/6 = 50%
EOH	EOH Chair	T	
EOH	Dr. Marina Moses	N	
EOH	Dr. Rebecca T. Parkin	N	
EOH	EOH 1 - Global EOH	TT	
EOH	EOH 2 - TBD	TT	
EpiBio	Dr. Sean D. Cleary	N	Epi/Bio: 7/14 = 50%
EpiBio	Dr. Alan Greenberg	T	
EpiBio	Dr. Robert P. Hirsch	T	
EpiBio	Dr. Daniel A. Hoffman	N	
EpiBio	Dr. Heather Hoffman	N	
EpiBio	Dr. Jeanne Jordan	T	
EpiBio	Dr. John M. Lachin	T	
EpiBio	Dr. Manya Magnus	N	
EpiBio	Dr. Richard K. Riegelman	T	
EpiBio	Dr. Dante A. Verme	N	
EpiBio	Dr. Heather Young	N	
EpiBio	Biostatistics junior faculty	TT	
EpiBio	Cardiovascular disease epi	TT	
EpiBio	EpiBio TBN	N	
EXSC	Dr. Loretta DiPietro	T	EXSC: 3/8 = 38%
EXSC	Dr. Todd Miller	N	
EXSC	Dr. Wayne C. Miller	N	
EXSC	Dr. Beverly Westerman	N	
EXSC	ExSc 1 - Nutrition/Dietetics	TT	
EXSC	ExSc 2 Anat/Phys/AT	N	
EXSC	ExSc 3 Sport/Ex Psych	TT	
EXSC	ExSc 4 Clin Ex Pysiol	N	
GH	Dr. Jon Andrus	N	GH: 6/8 = 75%
GH	Dr. Sarah Baird	TT	
GH	Dr. Tilly Gurman	TT	
GH	Dr. Sangeeta Mookherji	TT	
GH	Dr. Wendy O'Meara	TT	
GH	Dr. James Sherry	N	
GH	Dr. Elanah Uretsky	TT	
GH	Global 7 (Health Syst Mgt)	TT	
Hpol	Dr. Brian Biles	T	Hpol: 10/16 = 63%
Hpol	Dr. Avi Dor	T	
Hpol	Ms. Ruth J. Katz	N	
Hpol	Dr. Leighton Ku	TT	
Hpol	Dr. Jeffrey W. Levi	N	
Hpol	Dr. Fitzhugh Mullan	N	
Hpol	Ms. Sara Rosenbaum	T	
Hpol	Mr. Joel B. Teitelbaum	N	
Hpol	Dr. Susan Wood	TT	
Hpol	HP 1 - HIV/AIDS Pol	N	
Hpol	HP 2 - Hlth Pol/HlthLaw	N	
Hpol	HP 3 - Child Hlth Policy	TT	
Hpol	HP 4	TT	
Hpol	HP 5	TT	
Hpol	HP 6	TT	
Hpol	Women's Health Pol - Jr faculty	TT	

Regular SPHHS Faculty by Department, Projected for 6/30/2010

Dept	Name	Tenure Status	
HSML	Dr. Robert E. Burke	N	HSML: 4/6 = 67%
HSML	Dr. Kurt J. Darr	T	
HSML	Dr. Steven R. Eastaugh	T	
HSML	Dr. Leonard Friedman	T	
HSML	Dr. Josef J. Reum	N	
HSML	HSML 2	TT	
PCH	Dr. Lorien C. Abrams	TT	PCH: 11/13 = 85%
PCH	Dr. James F. Cawley	T	
PCH	Dr. Mark C. Edberg	N	
PCH	Dr. Ayman El-Mohandes	T	
PCH	Dr. Douglas Evans	TT	
PCH	Dr. John H. Grossman	T	
PCH	Dr. Karen McDonnell	TT	
PCH	Dr. Caroline H. Sparks	N	
PCH	Dr. Amita Vyas	TT	
PCH	Dr. Richard Windsor	T	
PCH	PCH 1 - Director, COPC MPH	TT	
PCH	PCH 2 - Health Behav/MCH	TT	
PCH	PCH 3 - TBD	TT	

NOTES:

- (1) Faculty projected to be hired between 1/28/09 and 6/30/2010 are highlighted in yellow.
- (2) This table does not include a new SPHHS dean (T), since the dean's home department is not known.
- (3) Since it is impossible to know their distribution by department, this table does not include approximately 9 departures of regular faculty that are projected to occur between 1/28/2009 and 6/30/2010.